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ABSTRACT

This second revision and update of the initial five year plan for the Chicago Public Library reflects the administrative team's planning of objectives and tasks for this period. A literature review summarizes thoughts on the environment of the library, and a survey of its development is followed by an outline of the plan's goals, objectives, and tasks. The long range goal is to provide library service to all Chicago residents though branch and regional libraries, a central library, a cultural center, reading and study centers, and special service programs. Specific goals include improved public relations through public awareness and support programs and through strengthened ties with affiliate libraries and their publics; systemwide support of branch library service programs; the provision of centralized reference services and resources for Chicago individuals and institutions and beyond via statewide library networks; the establishment of a centrally located cultural center containing popular reading and children's materials; the provision of cultural and educational programming for all Chicagoans; improved services for Chicago's neighborhoods and communities through the library's branches, regional libraries, and reading and study centers; improved service programs for individuals with special physical problems; and more efficient support services. (MBR)

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PLANNING FOR SERVICE

The Five-Year Plan

of

The Chicago Public Library/Chicago Library System

1978 - 1982

Amanda S. Rudd, Acting Chief Administrative Officer

Prepared for Submission to the

Illinois State Library

June 1978

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Amanda S. Rudd

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

The Chicago Public Library/Chicago Library System

1978

IR007277

Second revised edition

of

AIMING FOR QUALITY

The Five-Year Plan of The Chicago Library System

1976-1980

THE CHICAGO PUBLIC LIBRARY

CHICAGO, ILLINOIS

1975

The Administrative Team of The Chicago Public Library/Chicago Library System

Amanda S. Rudd, Acting Chief Administrative Officer

Arthur J. Murphy, Deputy Commissioner for Management Services

Patrick M. O'Brien, Assistant Commissioner for Central Library and Cultural Center

Peggy A. Sullivan, Assistant Commissioner for Extension Services

Janet Bean, Acting Director of the Cultural Center

Arlene Chamberlain, Ombudsman

Morton Coburn, Director of Library Building Programs

Mary W. Ghikas, Director of Technical Services

G. Patrick Green, Director of Library Finance

Arthur P. Morgan, Director of Library Buildings Maintenance

C. Patrick Scanlan, Director of Library Security and Safety

Alice H. Scott, Director of Community Relations and Special Programs of Service

John Wrenn, Director of Library Facilities and Equipment

K. Akira Yamashita, Assistant to the Commissioner

This document was coordinated and edited by Margaret E. Foorman, Administrative Assistant to the Commissioner for Program Planning and Evaluation.

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PREFACE

The first long range CIPP (Context, Input, Process, Product) model plan for The Chicago Library System was approved by the Library's Board of Directors in December 1975 for the years 1976-1930. That plan was developed by a task force of staff members using many of the proposals for change generated by five other task forces at work on specific areas of concern. A reasonable number of the objectives and tasks of the first plan, therefore, were problem-solving in nature.

The first revision of the Five-Year Plan, published in March 1977, was a re-written and restructured document. In developing the plan for the new five-year period, 1977-1981, attention was given to the two progress reports published during 1976, in which progress toward meeting the objectives of the first plan were described. The Illinois State Library Advisory Committee approved the Plan in August 1977.

This second revision of the Five-Year Plan covers the years 1978-1982. In January of this year it was decided to maintain the structure of the 1977 document. This 1978 revision reflects the planning of the various members of the Administrative Team and the objectives and tasks they have set for themselves and The Chicago Public Library/Chicago Library System.

June 1978

THE ENVIRONMENT OF THE CHICAGO PUBLIC LIBRARY/CHICAGO LIBRARY SYSTEM

by

Mildred Vannorsdall
Librarian of the Professional Library

When the Common Council of the City of Chicago created The Chicago Public Library in 1872 "for the use of the inhabitants of the city,"[1] those inhabitants numbered approximately 300,000, a majority of them young, ambitious people attracted to the bustling city from various parts of the United States or directly from many other countries.[2] Those planning and organizing the new institution had no legal responsibilities to persons living outside the city's boundaries. The city, occupying somewhat less than twenty square miles, was undoubtedly seen as constituting the environment of the new Chicago Public Library.

A century later the boundaries of the city of Chicago enclosed 225.4 square miles, and its population was 3,369,359.[3] However, many factors affecting contemporary library usage and needs as well as state law now require that the state of Illinois and particularly, the Chicago Standard Metropolitan Statistical Area, be considered part of

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[1]Chicago, Common Council, Proceedings of the Common Council of the City of Chicago for the Municipal Year 1871-2, being from December 4th, 1871, to November 30th, 1872 (Chicago: Rand, McNally & Co., Printers, 1872), pp. 148-49.

[2]Gwladys Spencer, The Chicago Public Library: Origins and Backgrounds (Chicago: University of Chicago Press, /1943/), pp. 41-42.

[3]"Statistics of Library Systems in Illinois, 1975-1976," Illinois Libraries 59 (January, 1977): 4. Note that the area is given as 228.124 square miles and that a 1975 population estimate of 3,108,700 is quoted in Facts about Chicago, January, 1977 (Chicago: Municipal Reference Library, 1977).

the immediate environment of The Chicago Public Library/Chicago Library System. Only a brief descriptive account of this environment will be given here to provide perspective for the System's first five-year plan.

The city of Chicago lies at the southwestern end of Lake Michigan on a lake plain which is extremely flat except for a few small islands and some sand bars, spits, and beach ridges. The plain is cut by the short Chicago River with its two branches and the Calumet River, both rivers much changed by man-made canals and channels. An obvious feature of the site is the excellent water transportation. Chicago has come to occupy more and more of the northeastern corner of Illinois; in fact, the United States Bureau of the Census now makes use of an entity known as the Chicago-Northwestern Indiana Standard Consolidated Statistical Area (CNISCA). By far the largest city in Illinois, Chicago is 193 miles from the state's capital, Springfield (1970 pop. 91,753), 139 miles from the main campus of the major state-supported university in Urbana-Champaign, and even farther from those southernmost counties of the state shaped by the Mississippi, Ohio, and Wabash Rivers. The interaction of these geographical facts with social, economic, and political factors has influenced Chicago's growth and development and in turn those of its Public Library.

In general, Chicago has been a center of relatively diversified industry and commerce, giving it a traditionally stronger economic posture than most cities in the United States. About one-third of Chicago's total employment is in manufacturing. An important change is the fact that now "Chicago's largest industrial employer is the mass production, consumer-oriented electrical goods industry."[4] About sixty percent of Chicago's total employment centers in non-manufacturing categories, the four largest of

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[4]Irving Cutler, Chicago: Metropolis of the Mid-Continent, 2d ed. (Dubuque, Iowa: Chicago Historical Society and Kendall Hunt Publishing Company, 1976), p. 79.

which are service and miscellaneous; finance, insurance, and real estate; retail business; and wholesale trade.[5] However, about forty-five percent of employed Chicagoans have been estimated to be blue-collar craftsmen and laborers, a higher proportion than in many large cities.[6] This group is usually particularly hard-hit during periods of recession.

In the last fifteen to twenty years, the unemployment rate in the city of Chicago and in the Chicago Metropolitan Statistical Area has generally been lower than the state or national rate. In August, 1975, however, the unemployment rate for the city of Chicago was 11.6% while for the United States it was 8.4%. The preliminary estimate of the rate for the Chicago SMSA for December, 1977, was 4.3%.[7] The basic reasons for unemployment in large urban areas such as Chicago are similar and distressingly familiar by now: the loss of jobs in the core city because of the migration of business and industry to suburban areas, concentrations of large numbers of workers with inadequate job skills in the core city, increasing shortages of energy and raw materials, and the recession and inflation of the 1970's.[8]

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[5]Chicago, Mayor's Council of Manpower and Economic Advisors, Chicago's Economy: A Summary (/Chicago/: Mayor's Council of Manpower and Economic Advisors, 1974), /p. 4/.

[6]Lowell A. Martin assisted by Terence Crowley and Thomas Shaughnessy, Library Response to Urban Change: A Study of the Chicago Public Library (Chicago: American Library Association, 1969.) p. 6.

[7]Chicago, Mayor's Council of Manpower and Economic Advisors, "A Base for Better Times:" Second Annual Report of the Mayor's Council of Manpower and Economic Advisors (Chicago: Mayor's Council of Manpower and Economic Advisors, 1975), pp. 12, 9. Chicago Tribune, February 5, 1977, sec. 1, p. 5.

[8]Cathleen Palmini, A Study of Urban Library Needs, prepared for the Urban Library Trustees Council (Urbana, Illinois: Library Research Center, Graduate School of Library Science, University of Illinois, 1972), pp. 1-3.

Chicago has long been an important center for all types of transportation, not only for the United States and Canada but for the world; this continues to be true, bringing both strength to the economy and problems of pollution. Local transportation has also been unusually good. The recent creation of a Regional Transportation Authority gives hope of strengthening and improving public transportation facilities so that residents may reach available jobs and have more nearly equal access to all types of services and so that air and noise pollution may be reduced.

In 1974 the Mayor's Council of Manpower and Economic Advisors "formulated three overall goals for Chicago designed to enhance the economic and social life of the city." Briefly, these goals are: (a) "Promoting Economic Development;" (b) "Improving the Quality of the Labor Force;" and (c) "Increasing Upward Mobility of Low-Income Population."[9] The Council emphasized the close relationship between progress toward these goals and both transportation policy and housing policy within the metropolitan region. The amount and kinds of unemployment, the levels of educational achievement, and the number of persons living in poverty in any area tend to be related, and all three factors influence the needs for, and usage of, library service as well as its availability.

Taken as a whole the Chicago metropolitan area is rich in health and social services provided both by governmental agencies and by privately supported, voluntary agencies in wide variety and of varying qualities,[10] but all residents do not have equal access to these services. There are two challenges to the public library in this field: the

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[9]Chicago, Mayor's Council of Manpower and Economic Advisors, Chicago's Economy: A Summary, /p. 5/.

[10]For a comprehensive listing of these and other types of agencies in Cook, DuPage, and Lake Counties, see: Social Service Directory, Metropolitan Chicago (Chicago: Welfare Council of Metropolitan Chicago, 1976-).

need to serve the many people working in or using the institutions and agencies and the need to play a part in improving access to them by providing information about and referral to them.

Whether or not the public library is defined as an educational institution in the strict sense, the impact of school-related student and teacher usage from those in K-12 school systems, colleges, and universities has been sharply felt by public libraries and especially by large central libraries in urban areas. In October, 1976, 367,336 children were enrolled in Chicago's 556 public elementary schools (including branches); 154,215 were attending the 80 public high schools (including branches).[11] Catholic, Lutheran, Jewish, and a wide array of other private schools enrolled additional thousands on the elementary and secondary levels. Even larger numbers attend the elementary and high schools in the suburban areas surrounding Chicago. Opportunities for post-secondary education in the Chicago area are also many and varied. There are more than 70 colleges and universities, including the junior or community colleges, in the metropolitan area as well as business, professional, technical, and trade schools of nearly every kind. There have long been numerous opportunities for adult, informal, liberal, continuing and similar types of educational experience for mature persons, and participation at this level is expected to increase.

Changes in the organization of schools, in teaching methods, and in the libraries or media centers of the schools themselves have effects on the services requested of, and offered by, the public libraries in the area. In recent years much emphasis has been placed on programs for the handicapped and for adults who for some reason have not

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[11] Chicago, Municipal Reference Library, Facts about Chicago, January, 1977 (Chicago: Municipal Reference Library, 1977), p. 2.

completed elementary and/or high school; this concern is being accelerated by the article on education included in the 1970 Illinois Constitution. Early childhood education has also received increasing attention. The College Level Examination Program, the Learning Exchange, Study Unlimited, and other so-called non-traditional programs for learning and for obtaining academic credit for learning are attracting many participants and may change what is required or expected of public libraries.

Changes in the birth rate, population shifts, and other demographic factors affect educational institutions of all kinds and their relationships with public libraries. Such demographic changes are occurring rapidly in the Chicago metropolitan area, making efforts to project trends highly important in library planning as well as in planning for schools.

Another important aspect of the environment in which The Chicago Public Library/Chicago Library System functions is that of participation in, and enjoyment of, all forms of artistic expression. Chicago is known throughout the world for the significance of its architectural development and for the quality of its Art Institute and Symphony Orchestra, but it has many other public and private organizations and institutions devoted to the visual and performing arts, and these are increasingly representative of all racial and ethnic groups in the area. An issue of the periodical, Chicago, gives an overview of such activities and is an indication of their importance in the life of the area.

The Chicago metropolitan area offers many forms of recreation. The Chicago Park District controls 486 parks and playgrounds, including twenty-eight miles of lake shore, and conducts many different recreational activities. The Forest Preserve District of Cook County, almost encircling the city of Chicago with its 62,000 acres, has attracted much favorable attention from its beginning and demonstrates that recreational resources can be saved and developed to the advantage of all those living in the area.[12] Private

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[12]League of Women Voters, The Key to Our Local Government: Chicago, Cook County, Metropolitan Area, 3d ed. (Chicago: Citizens Information Service of Illinois, 1972), pp. 86-88.

voluntary organizations and commercial organizations play important roles in the provision of recreation as they do in other fields. The concentration of large, nationally known institutions and organizations in sports and recreation as well as in the arts in the city of Chicago obviously places some special responsibilities on The Chicago Public Library/Chicago Library System.

It is frequently said that the resident of Chicago or the Chicago metropolitan area lives under many layers of government; to the individual the word "maze" may seem more descriptive of his situation than "layers." There is justification for this feeling because in 1972 Cook County contained 520 local governmental units with the power to levy taxes.[13]

Keeping in mind that all local government units are created by the state government, the Chicagoan may think first of the government of his city (municipality). The mayor and fifty aldermen are elected for four-year terms; the city clerk and the city treasurer are also elected. Under these elected officials are a large number of departments, boards, commissions, and agencies, such as the Department of Purchases, Contracts and Supplies; the Chicago Board of Health; the Chicago Plan Commission; and the Municipal Reference Library.

In addition to the government of the City of Chicago, the Chicago Park District (commissioners appointed by mayor), the Board of Education (members appointed by mayor), and the Junior College District (board members appointed by mayor) are governmental units with the same boundaries as the city.

Chicago is the county seat of Cook County, which is governed by sixteen County Board members (commissioners) and a president, elected for four-year terms. The Cook County Board also serves as the board for the Forest Preserve District, the Cook County Board of Health, and the Cook County Planning Commission. Nine elected trustees govern the Metropolitan Sanitary District of Greater Chicago, a separate municipal corporation

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[13]Ibid., p. 7.

serving most of Cook County.[14] The voters of Cook County elect the Superintendent of the Educational Service Region of Cook County, and those living outside the city of Chicago elect seven county school trustees. Both Chicago and Cook County qualify for home rule status under the 1970 Illinois Constitution.

Although Cook County is divided into thirty-eight townships, eight townships in Chicago are described as mainly inactive. Outside Chicago, townships in Illinois are often active governmental units. Of the tax-supported public libraries in the state in 1976-77, 143 were township libraries, a number only exceeded by the 208 city libraries; these two types made up well over half the 573 tax-supported public libraries in the state.[15]

Between these units at the city, township, and county level and those at the state level of government are a variety of regional governmental units such as the Regional Transportation Authority, the Northeastern Illinois Planning Commission, and others.

The fact that The Chicago Public Library is a department of the City of Chicago and is involved in what may be the most complex governmental structure in the country if one considers Cook County as a whole[16] affects every aspect of Library operations.

Of special importance for library planning is the fact that the resident of the Chicago metropolitan area has access to bookstores providing popular and scholarly books and periodicals, paperbacks of various types, textbooks, used and rare books, books and periodicals in various foreign languages, United States government publications, and such specialized types of material as church and Sunday School publications, maps, the occult, civil service books, publications related to specific professions and hobbies, and so on.

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[14] Ibid., pp. 152-53.

[15] "Summary by type of Library," Illinois Libraries 59 (October 1977) : 569.

[16] Harvey M. Karlen, The Governments of Chicago (Chicago: Courier Publishing Company, 1958), p. 7.

Some institutions such as the Art Institute and agencies such as the Citizens Information Service of Illinois have bookstores or sell publications at their headquarters. There are also sources for the purchase or rental of nonbook materials such as art prints, films, and recordings. Few American cities afford as many opportunities for direct examination and purchase. The existence of so many sources for purchase gives The Chicago Public Library/Chicago Library System special opportunities to buy for its own collections and to provide useful information to library patrons but does not diminish the need for library services.

The Chicago metropolitan area is also a regional and national publishing center although it produces more specialized works such as encyclopedias, directories, and textbooks than trade books. The metropolitan daily newspapers which serve a large surrounding region are published in Chicago as well as a variety of more specialized newspapers, magazines, and journals. Again, this means that special demands are made on the Public Library.

Not surprisingly, the Chicago metropolitan area is rich in libraries of all kinds, and it is important to view the services and resources of The Chicago Public Library/Chicago Library System in the perspective of both the historical development and the present operation of the other libraries in its area. Only a few major institutions and certain important relationships can be mentioned here or in the following section describing The Chicago Public Library/Chicago Library System.

The quantity and quality of library service provided to students and teachers by the K-12 schools and school systems in the Chicago area ranges from excellent to little or none. As has already been mentioned, this situation is bound to have implications for public libraries because of the large numbers of students and teachers in these schools.

The two major university libraries, holding nearly six million volumes between them, belong to private institutions, Northwestern University and the University of Chicago. The tax-supported colleges and universities in the Chicago area tend to have

much smaller libraries, primarily because they have attained large enrollments and diversified programs only in very recent years. The Center for Research Libraries with its more than three million volumes in hard copy and microform is located in Chicago, but the purpose of this institution is to serve its members and associate members, over ninety institutions in the United States and elsewhere, which maintain it. Eighteen Chicago area institutions are members or associate members.

Two excellent governmental libraries, the Municipal Reference Library and the Cook County Law Library, are located only a few blocks from the Temporary Central Library of The Chicago Public Library. Both these specialized libraries are open to the public, but they are primarily intended to serve those directly involved in city and county government and are located and organized with this in mind. This is generally true of other governmental libraries in the metropolitan area.

Two famous "public libraries" in the nineteenth-century meaning of that term are located in Chicago, the John Crerar Library and the Newberry Library. However, the Crerar loans books to members only, and the Newberry Library is for reference use only; both have become increasingly specialized in their collecting policies. The Ryerson and Burnham Libraries of the Art Institute of Chicago are specialized reference collections open directly only to members of the Art Institute, staff, and a few others. In general, it can be said that most of the academic and special libraries in the area are open directly only to those connected with the institution or organization supporting the library although the Infopass and Datapass systems sponsored by the Illinois Regional Library Council provide access for users with specific, special needs. All this only emphasizes the importance of public libraries for general users.[17]

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[17]Illinois Regional Library Council, Libraries and Information Centers in the Chicago Metropolitan Area, 2d ed., Joel M. Lee, editor-in-chief, Hillis L. Griffin, production editor (Chicago: Illinois Regional Library Council, 1976), pp. 328, 444, 51, 83, 114, 223, 303, 19, 492-93.

The four library systems which geographically surround The Chicago Public Library/Chicago Library System—North Suburban Library System, DuPage Library System, Suburban Library System, and Bur Oak Library System—are among the strongest systems in the state because they serve large populations and include some old, well-established public libraries as well as several rapidly growing newer ones.

Important as are all the aspects of the Library System's environment discussed so far, planning for the System must begin with the people it does or should serve as individuals or in groups. Information about the characteristics of the people entitled to use The Chicago Public Library/Chicago Library System may be found in a wide range of sources, but it varies in the way it is organized, its recency, and its accuracy. A few key figures have been selected for use here to point up some of the problems and changes.

The population of Chicago increased rapidly almost from its beginning until recent decades; in 1950 it was 3,606,436; in 1960, 3,550,404;[18] and in 1970, 3,369,359. During the same period the population of the part of Cook County outside Chicago grew from 886,193 to 2,125,412.[19] The population of the six-county Standard Metropolitan Statistical Area increased from 5,177,868 in 1950 to 6,978,947 in 1970.[20] The 1,801,079 increase for the SMSA represented about three-fourths of the increase for the whole state (8,712,176 in 1950; 11,113,976 in 1970). In addition to those living and/or working in Chicago, it has been estimated that 14,345 tourists visit Chicago on an average day.[21]

Population may be analyzed by such characteristics as age, racial and ethnic background, educational achievement, economic level, physical and mental handicaps, and

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[18]League of Women Voters, The Key to Our Local Government: Chicago, Cook County, Metropolitan Area, p. 5.

[19]Ibid., p. 202.

[20]Ibid., p. 202.

[21]Cutler, p. 181.

others to determine numbers of persons who may have a common problem or need. The size and geographical location of some of these groups continue to change rapidly both within Chicago and in the surrounding areas, requiring adjustments in planning services for them. Public libraries have provided decentralized services through branches and bookmobiles for many years, but the current trend to provide services to such groups as the physically and mentally handicapped on a similarly decentralized basis is making the library service needs of these persons a concern of local libraries. The need of analysis to reveal changes and trends like those just mentioned is obvious, but the difficulty of obtaining the accurate information necessary for such analysis has become a recognized problem.[22] Here is a major challenge to those responsible for providing library services.

Library planning and policy making must be based on a detailed knowledge of the present environment and on the best available projections of changes in the years ahead if it is to be user-oriented.

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[22]Alan Merridew, "Minorities Hurt by Low Count in U. S. Census, " Chicago Tribune, October 23, 1975, sec. 7, p. 1.

THE CHICAGO PUBLIC LIBRARY/CHICAGO LIBRARY SYSTEM
A BRIEF SURVEY OF ITS PAST AND PRESENT

by

Mildred Vannorsdall
Librarian of the Professional Library

The Chicago Public Library came into existence as the result of an ordinance passed on April 1, 1872, by the Common Council of the City of Chicago, establishing "a free public library and reading room for the use of the inhabitants of the city."[1] Although numerous association, subscription, and private libraries had provided books and periodicals for many Chicagoans up to that time, the desire of some citizens for a free public library had not yet been achieved when the Chicago Fire destroyed some three million volumes in existing libraries in 1871.[2] An act of the Illinois General Assembly, approved on March 7, 1872, had authorized cities, incorporated towns, and townships to establish and maintain free public libraries and reading rooms and had made specific provision to deal with the plight of Chicago.[3] The action in Chicago followed quickly,

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[1]Chicago, Common Council, Proceedings of the Common Council of the City of Chicago for the Municipal Year 1871-2, being from December 4th, 1871, to November 30th, 1872 (Chicago: Rand, McNally & Co., Printers, 1872), pp. 148-49.

[2]Gwladys Spencer, The Chicago Public Library: Origins and Background (Chicago: University of Chicago Press, /1943/), p. 41; Carleton Bruns Joeckel and Leon Carnovsky, A Metropolitan Library in Action: A Survey of the Chicago Public Library, University of Chicago Studies in Library Science (Chicago: University of Chicago Press, /1940/, pp. 28-30.

[3]Illinois, Public Laws of the State of Illinois Passed by the Twenty-Seventh General Assembly at the Regular, Special, and the Adjourned Sessions, Convened January 4, May 20, October 13, November 15, 1871 (Springfield: Illinois State Journal Print., 1872), pp. 609-11.

spurred by donations of books from England and elsewhere.[4]

Both the city of Chicago and free public libraries had changed greatly by the time the General Assembly enacted the Illinois Library Systems Act of August 17, 1965, which provided for the development of a network of public library systems covering the entire state.[5] To distinguish The Chicago Public Library/Chicago Library System more clearly from the seventeen other systems, which are cooperative systems, it has often been referred to as a consolidated system. The same Act designated The Chicago Public Library/Chicago Library System, subject to the approval of the Board of Directors of the Library, as one of the four Research and Reference Centers for the state; it is the only system whose headquarters library is also a Research and Reference Center.

The goal of the Illinois State Library as expressed in its 1972 Long-Range Plan for Library Development is:

> The assured provision of excellent library service for all the residents of the state so that the need for cultural, educational, informational, and recreational resources can be met, and the governmental and economic development of the state can be fostered.[6]

Progress toward achieving this goal requires the continuing development of the library systems throughout the state and especially the system located in the most densely populated area of the state.

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[4]Joeckel and Carnovsky, p. 30.

[5]Illinois, Illinois Library Laws in Effect, January 1, 1976 (/Springfield/ : Michael J. Howlett, Secretary of State and State Librarian, /1976_/) , pp. 23-26.

[6]Illinois State Library, "Meeting the Challenge: Illinois State Library's Long-Range Program for Library Development in Illinois 1977-1982," Illinois Libraries 59 (November, 1977) : 658-59.

resulted in various kinds of organizational structures. The Chicago Public Library/Chicago Library System became a charter member of the Illinois Regional Library Council, which was incorporated March 9, 1971, to facilitate cooperation among all types of libraries "in order to assure improved access to the materials and information in all the libraries and information centers within the area of the council for all residents of that area."[7] As indicated by its name and purpose, the Illinois Regional Council is not limited to libraries within the city of Chicago.

In the decade since 1965, Illinois has moved from public library systems to multitype library systems although this development is only in its early stages as yet. Currently nonpublic libraries (academic, special, and school) are joining the Illinois Library and Information Network (ILLINET) as affiliate libraries by signing a memorandum of agreement with the Illinois State Library and/or library system committing themselves to cooperation.[8] As of March 1, 1978, 41 of the 51 academic libraries and 137 of some 242 special libraries in Chicago had signed affiliation agreements with what is now more accurately called the Chicago Library System.[9]

The Chicago Public Library/Chicago Library System has had relationships with the federal government in specific areas of library service almost from its beginning. In 1876 the Library was designated as one of the depositories for publications of the United

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[7]Illinois Regional Library Council, "The Five-Year Plan of the Illinois Regional Library Council, 1974-1979," Illinois Libraries 56 (November, 1974): 806.

[8]"Expanding ILLINET . . . Real Movement toward a Multitype Library Network," Illinois Libraries 57 (June, 1975): 371-81.

[9]Information supplied by Eva R. Brown, Coordinator of Interlibrary Cooperation, Chicago Library System, March 9, 1978.

States Superintendent of Documents.[10] This changing and growing function has brought the Library large additions to its collections and the responsibility of making government publications available to the public. In 1931 The Chicago Public Library/Chicago Library System was selected as one of eighteen libraries to serve as regional centers for circulating books to the blind under the direction of the Librarian of Congress.[11] Again this function brought the Library much valuable material while requiring it to render a service to an area extending beyond the city of Chicago.

The financial structure which supports The Chicago Public Library/Chicago Library System parallels its service responsibilities. Under Illinois law, The Chicago Public Library is supported by funds received from a tax levied for library purposes by the corporate authorities. The levy for cities of over 500,000 population (i.e., Chicago) is limited to .12 percent of the value of all taxable property in the city, whereas other cities in the state may levy up to .15 percent.[12] An ordinance was passed by the Chicago City Council in 1976 under the "home rule" provision of the 1970 Illinois Constitution to authorize The Chicago Public Library to levy up to .17 percent for maintenance and operation, and the Library is now receiving .17 percent. Illinois law also permits an additional tax of .02 percent to be levied for library sites and buildings, making a total of .19 percent levied for library purposes in Chicago at present. (All percentages allowed and levied are per $100 of assessed valuation.)

The Chicago Public Library receives income from some sixteen special funds

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[10] Adelaide Winston, "Special Collections and Services," Illinois Libraries 54 (April, 1972): 304.

[11] Robert S. Bray, "Blind and Physically Handicapped, Library Service," Encyclopedia of Library and Information Science, ed. by Allen Kent and Harold Lancour (New York: Marcel Dekker, 1969) 2:629, 636.

[12] Illinois, Illinois Library Laws in Effect, January 1, 1976, p. 5.

and bequests; such income can be expended only for the purposes named in each bequest. The gifts regularly received from the Friends of The Chicago Public Library in recent years are also earmarked for particular uses. Finally, the Library has receipts from fines on overdue materials, payments for lost or damaged materials, book rentals, fees for reserve requests, and other service charges.

The Chicago Public Library/Chicago Library System receives funds from the state of Illinois in two basic categories: the Library Development Fund, which is intended for System purposes, and a basic annual grant as one of the four Research and Reference Centers of the state plus the standard reimbursement for each title searched and for each title loaned to another library system in the state.[13]

The Library's functions as Illinois Regional Library and Chicago Sub-Regional Library for the Blind and Physically Handicapped are supported by federal, state, and city funds.

The Chicago Public Library/Chicago Library System has received federal and/or state funds for a wide variety of specific projects and programs, such as the El Centro de la Causa Library Project, the Illinois Library Resources Enrichment Fund, Model Cities, Study Unlimited, Illinois System Staff Enrichment Project, Writing in Chicago, and others. Such projects are normally limited to a specified time period, and funds must be used for the purposes described in the project proposal.

A new form of federal aid to libraries in the form of revenue sharing funds obtained by applying to the local government became available in 1973.[14] The Chicago Public Library/Chicago Library System received $800,000 in revenue sharing funds in

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[13] Ibid., pp. 24-25.

[14] John T. Eastlick, "Financial Problems Affecting Metropolitan Libraries," Library Trends 23 (October, 1974): 212.

Fiscal Year 1977 and was promised the same amount for Fiscal Year 1978.[15] The Comprehensive Employment and Training Act, amended by the Emergency Jobs and Employment Assistance Act approved in December, 1974,[16] has also become a significant source of federal financial aid for personnel needs.

Illinois library law vests the powers for the immediate organization and direction of a public library in a city in a board of directors, consisting of nine members appointed by the mayor, and gives the board the power "to appoint a competent librarian and necessary assistants."[17] The librarian's title became Commissioner of The Chicago Public Library at the beginning of 1977; reporting to the Commissioner are a Deputy Commissioner for Public Services and a Deputy Commissioner for Management Services, indicating the basic administrative structure of the library system. Many aspects of the Library's operations are subject to city, state, or federal legislation and/or administrative rules and regulations.

The collections and services of The Chicago Public Library/Chicago Library System can be described only in the briefest way here. At the end of Fiscal Year 1976, the collection of the Central Library (headquarters library for the System) was reported to contain 5,947,562 volumes (563,866 titles), 5,181 serial titles currently subscribed, 15,692 film titles, and 878 sound recording titles.[18] The collections of the branch libraries vary

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[15]Information supplied by G. Patrick Green, Director, Finance Office, Chicago Public Library, March 22, 1978.

[16]Alex Ladenson, "Law and Legislation," in The ALA Yearbook 1977: A Review of Library Events 1976 (Chicago: American Library Association, 1977): 206.

[17]Illinois, Illinois Library Laws in Effect, January 1, 1976, p. 8.

[18]"Statistics of Library Systems in Illinois, 1975-1976," Illinois Libraries 59 (January, 1977): 4.

widely in size and in types (formats) of library materials included. The Woodson Regional Library houses not only large collections of general materials but also the Vivian G. Harsh Collection of Afro-American History and Literature. Other special-purpose collections are those of the Cook County Corrections Library Program and the Illinois Regional Library for the Blind and Physically Handicapped.

The Chicago Public Library/Chicago Library System provides a wide range of services, including the loan of many types of library materials for home use, the provision of materials for use within the Library's agencies, the provision of professional assistance in locating and using materials, and information service to those coming to the Library's agencies, telephoning, or writing. In order to carry out its obligation to make library services available to all, the Library endeavors to deliver its services to people where they are and in the forms which they are able to use. For example, materials, professional assistance, and programs are geared to meet the special needs of children, young adults, senior citizens, the blind and physically handicapped, those in institutions such as hospitals and prisons, various ethnic groups, and so on. Through an increasing number of specially funded or cooperative arrangements, the Library serves many persons and groups beyond the limits of the City of Chicago.

The Chicago Public Library/Chicago Library System is a key agency for the provision of information to the people of Chicago, but it is not the only agency providing information and consequently works in cooperation with a variety of other institutions and organizations. Fundamental to its function of providing and delivering library services is that of informing individuals and groups about the library services available to them. The Library makes use of displays of many types, posters, newspaper and magazine articles, publications such as booklists and calendars of events, television, radio, multimedia presentations, directional signs and similar utilitarian but essential devices, and other means of reaching its many publics. Similarly, all other activities of the Library have the primary purpose of supporting in the most effective ways possible the services given to the public.

As of March 10, 1978, The Chicago Public Library/Chicago Library System employed 2,030 persons on a full or part-time basis.[19] Library employees are classified as professional librarians, library associates, library clerks, custodians, guards, motor truck drivers, and pages; there are some very specific position titles such as graphic artist. As employees of a department of the City, Library staff members come under the jurisdiction of the City of Chicago Department of Personnel, and in turn the rules and regulations governing the appointment, status and tenure of the majority of local government employees in Illinois are regulated by civil service laws passed by the Illinois General Assembly. Thus policies and procedures affecting Library staff members may originate at the state, city, or institutional level. Federal laws, rules, and regulations apply when federal funds are involved in a project. Important City personnel policies include the requirements that entrance and promotion to Library positions be based on examinations and that Library employees live within City of Chicago. Fringe benefits provided include a pension plan, paid hospitalization and medical-surgical insurance, sick leave, and paid vacation time. Training for employees of The Chicago Public Library/Chicago Library System is provided within the Library by the Personnel Office, the Staff Association, and individual units and agencies as well as being available through the City of Chicago Department of Personnel. In addition, the many academic institutions, professional organizations, and other agencies in the metropolitan area offer a wealth of opportunities for continuing education in many fields on all levels.

In 1978 The Chicago Public Library/Chicago Library System was housed in the following buildings: the 1897 building at 78 East Washington Street, now known as The Chicago Public Library Cultural Center; the Temporary Central Library occupying about

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[19]Information supplied by William Ptacek, Assistant Director of Library Personnel, March 10, 1978.

three and one-half floors of leased space in the Mandel Building at 425 North Michigan Avenue; the Carter G. Woodson Regional Library at 95th and Halsted Streets; seventy-six branch libraries (forty-four in rented or shared space)[20] of varying sizes scattered over the approximately 225 square miles within Chicago's boundaries; six reading and study centers, five of them located in space supplied by the Chicago Housing Authority in public housing projects; and several libraries located in space supplied by the Cook County Department of Corrections. The new building which is to house the Illinois Regional Library for the Blind and Physically Handicapped as well as the Roosevelt Branch is scheduled to open in the late spring. Between 1967 and January 1, 1978, the number of branches and extension agencies of various types rose from sixty-one to eighty-seven, an increase of twenty-six. Between 1965 and January 1, 1978, forty public service agencies were housed in new quarters of some kind.[21]

The Chicago Public Library/Chicago Library System has the sole or shared responsibility for rendering certain important services, particularly in the areas of information and education, to the people of a city with a population of over three million (3,369,359 according to the 1970 U. S. Census), a six-county metropolitan area with a population of 6,978,947, and a state with a population of 11,113,976. Because the City of Chicago is, and has long been, by far the largest city in Illinois and is surrounded by such a densely populated area, demands on its public institutions are inevitably heavy regardless of the obligations and financial support determined by law. As The Chicago Public Library/Chicago Library System enters its second century of service, it faces an even greater challenge than did the small new institution attempting to serve a city devastated by fire.

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[20]Information supplied by Wendy Phillips for Peggy Sullivan, Assistant Commissioner for Extension Services, March 10, 1978.

[21]Information supplied by Wendy Phillips for Peggy Sullivan, Assistant Commissioner for Extension Services, March 10, 1978. The Lorraine Hansberry Branch Library opened in 1977; the Back of the Yards (formerly New City) Branch and Northwest Branch moved into new quarters.

The Five-Year Plan of The Chicago Public Library/Chicago Library System

1978 - 1982

GOAL: The goal of The Chicago Public Library/Chicago Library System is to provide quality library resources and services and equal opportunity of access to them for all Chicagoans regardless of their geographical location, economic, physical, or social condition, or level of intellectual achievement.

LONG RANGE GOAL FOR 1978-1982: To provide library services to all the people of Chicago through a system of Branch Libraries, a Central Library, a Cultural Center, Regional Libraries, Reading and Study Centers, and Special Programs of Service.

SPECIFIC GOALS:

I. To provide improved external relations for The Chicago Public Library/Chicago Library System through a comprehensive program of public awareness, support and participation; and through strenghtened ties with affiliate libraries and their publics. (page 25)

II. To provide systemwide services and direction of concerns and study to support the member libraries (branches of The Chicago Public Library) and affiliate libraries' programs of service for their clientele of individuals and institutions in Chicago and beyond via ILLINET, IRLC, and other interlibrary, interagency, and communication networks and cooperative programs. (page 30)

III. To provide through a Central Library in a central location the services of a Reference and Resource Center for The Chicago Public Library/ Chicago Library system serving all the people of Chicago and others through interlibrary loan and ILLINET. (page 37)

IV. To provide through a Cultural Center in a central location the services of a collection of popular reading materials, children's materials, and cultural and educational programming for all Chicagoans. (page 43)

V. To provide the best possible library service to the communities and neighborhoods of Chicago through a system of branch libraries, regional libraries, and reading and study centers. (page 46)

VI. To provide groups of individuals sharing common needs special programs of library service, such as the Illinois Regional (and Sub-Regional) Library for the Blind and Physically Handicapped, Study Unlimited, Human Services Library Program, etc. (page 48)

VII. To provide support services at a level to assure efficient operation of The Chicago Public Library/Chicago Library System so that the public service units will be free from support problems and will be effectively served with new materials, personnel, maintenance, supplies, equipmen etc. (page 53)

SPECIFIC GOAL I: To provide improved external relations for The Chicago Public Library/Chicago Library System through a comprehensive program of public awareness, support and participation; and through strengthened ties with affiliate libraries and their publics.

SUBGOAL A: To provide for increased public awareness of the library services available through The Chicago Public Library/Chicago Library System by developing and coordinating all means of communication between the libraries and their publics.

OBJECTIVE 1: To improve publicity and public awareness programs within the system by providing for effective coordination among all staff members involved with intercommunication between the system and its varied publics, both present and potential.

TASK a. A comprehensive plan for coordinating the work of staffs of the Office of Library Public Information (Public Relations), Broadcasting Department, Graphic Design Department, Coordinator of Programs and Exhibits for The Chicago Public Library Cultural Center, and the other units and staff members directly concerned with intercommunication between The Chicago Public Library/Chicago Library System and its publics, will be developed by representatives of those staffs by October 1978.

TASK b. Orientation sessions (to be developed by the Assistant Director Library Personnel for Training in cooperation with appropriate members of the staff) will include segments on publicity and public awareness programming. (See progress in the training of Public Relations in the December 1976 Progress Report of The Evaluation of the Five-Year Plan of The Chicago Public Library System.)

SUBGOAL B: To improve financial support of The Chicago Public Library/Chicago Library System through an aggressive fund raising program and support of library legislation at all levels of government designed to provide additional or new revenues for The Chicago Public Library/Chicago Library System.

OBJECTIVE 1 To give support to those organizations, institutions, and individuals working for library legislation beneficial to The Chicago Public Library/Chicago Library System and other public libraries, cooperative library programs, library networks, etc.

TASK a. The Commissioner of The Chicago Public Library or his/her designee will call to the attention of the members of the staff, the Board of Directors of The Chicago Public Library/Chicago Library System, and officials of the City of Chicago, pending legislation on all governmental levels and its possible effects on The Chicago Public Library/Chicago Library System, its member libraries (branch libraries of The Chicago Public Library), its affiliate libraries, and other libraries. This is an ongoing task.

TASK b. The Board of Directors of The Chicago Public Library/Chicago Library System will study proposed ordinances and bills dealing with library financial matters and act to seek support of appropriate ordinances and bills. This is an ongoing task.

TASK c. The Board of Directors of The Chicago Public Library/Chicago Library System and the Commissioner of The Chicago Public Library will work with library organizations to develop methods of assisting in legislative support where appropriate. This is an ongoing task.

OBJECTIVE 2: To increase the number of and amounts of gifts of private funds for The Chicago Public Library/Chicago Library System.

TASK a. To remain aware of possible sources for gifts of private funds, appropriate staff member(s) will be assigned the responsibility for collecting such information, maintaining records of efforts made or in progress by any individual or group connected with The Chicago Public Library/Chicago Library System, and studying similar activities by other public libraries and, especially, other libraries within the Chicago Library System area. The assignment of appropriate staff member(s) will be accomplished by the Commissioner of The Chicago Public Library by November 1979 for a first report(s) due June 1980.

TASK b. The Board of Directors of The Chicago Public Library/Chicago Library System will continue during 1978 consideration begun in 1976 of the possibility of adding a professional fund raiser to the staff of The Chicago Public Library/Chicago Library System.

SUBGOAL C: To stimulate and extend services offered by volunteers as part of the program of The Chicago Public Library.

OBJECTIVE 1: Recruit and assign volunteers to assist in various library agencies, to offer service to shut-ins, to extend such services as tutoring, and to assist in ongoing and special programs as needed.

TASK a. The Director of Community Relations and Special Programs of Service will review the present use of volunteers throughout the system by April 1979.

TASK b. Based on the findings of this review, the Director of Community Relations and Special Programs of Service, in conjunction with the Assistant Commissioner for Extension Services and the Assistant Commissioner for Central Library and Cultural Center, will develop a plan to assist staff in recruiting and working with volunteers by June 1979.

SUBGOAL D: To continue the program of fostering interlibrary cooperation within the Chicago Library System area.

OBJECTIVE 1: Provide for the continuation of the position of Coordinator of Interlibrary Cooperation with appropriate staff and services beyond the Library Services and Construction Act funded period. (This objective will be met by including the position in future budgets of The Chicago Public Library/Chicago Library System.)

OBJECTIVE 2: To continue the effort to attract libraries to affiliate membership in the Chicago Library System to provide for a wider base of library cooperation and greater resources to be shared cooperatively.

TASK a. The Coordinator of Interlibrary Cooperation will continue to identify potential affiliate libraries, to inform them of system and network services, and to offer to them affiliation with the Chicago Library System. This is an ongoing task.

OBJECTIVE 3: To continue working with the Illinois Regional Library Council, other organizations and agencies, and other libraries and institutions to promote interlibrary cooperation and cooperative projects within the Chicago Library System area. (This objective is an ongoing responsibility of the Coordinator of Interlibrary Cooperation; progress in this matter will be reported in progress reports of the Five-Year Plan.)

OBJECTIVE 4: To provide ongoing opportunities for staff members of affiliate libraries to keep informed on resources and services available at and through The Chicago Public Library/Chicago Library System and on the practical application of ILLINET procedures.

TASK a. Revise the Chicago Library System ILLINET Procedures Manual to reflect new policies and services. Task to be accomplished by the Coordinator of Interlibrary Cooperation with the assistance of the Head of the Bibliographic and Interlibrary Loan Center, by October 1978.

TASK b. Conduct one or more series of orientation sessions in The Chicago Public Library Central Library subject divisions each year. Task to be accomplished by the Coordinator of Interlibrary Cooperation in cooperation with Central Library Division Chiefs and staffs.

TASK c. Provide small monthly workshops on ILLINET procedures. Task to be accomplished by the Head of the Bibliographic and Interlibrary Loan Center with the assistance of the Office of Interlibrary Cooperation on an ongoing basis.

OBJECTIVE 5: To participate in the ongoing effort to assure good communication between The Chicago Public Library/Chicago Library System and its member libraries and affiliate libraries and the staffs of those libraries and among all of the libraries in the Chicago Library System area.

TASK a. Continue to publish the Chicago Library System Communicator on a regular basis. Task to be accomplished by, and as an ongoing responsibility of, the Coordinator of Interlibrary Cooperation each year.

TASK b. Cooperate with the Illinois Regional Library Council in publishing jointly the bimonthly calendar, Chicago Area Library Events and Activities. Task to be an ongoing responsibility of the Coordinator of Interlibrary Cooperation each year.

TASK c. The Coordinator of Interlibrary Cooperation will investigate other means of communicating with the staffs of the member libraries, affiliate libraries, and cooperating libraries on matters of common interest within the Chicago Library System. Task to be accomplished by and as an ongoing responsibility of the Coordinator of Interlibrary Cooperation each year.

SPECIFIC GOAL II: To provide systemwide services and direction of concerns and study to support the member libraries' (agencies of The Chicago Public Library) programs of service for their clientele of individuals and institutions in Chicago and beyond.

SUBGOAL A: To improve bibliographic access to the collections of The Chicago Public Library/Chicago Library System and affiliate and other cooperating libraries in the Chicago Library System area and other libraries via ILLINET.

OBJECTIVE 1: To create a union catalog of all library materials owned by The Chicago Public Library/Chicago Library System.

TASK a. Pick-up conversion of 1977 records will be completed by May 1978. Full bibliographic records selected from MARC and other resource data bases will be added to The Chicago Public Library file by May 1978. Remaining full records will be keyed from Chicago Public Library card catalogs by January 1979.

TASK b. Distribution of the first Union Catalog will begin in May 1978, under the direction of the Director of Technical Services.

TASK c. Develop internal procedures for ongoing maintenance of the Union Catalog. Task to be completed by the Director of Technical Services, Catalog Division Chief and other appropriate Technical Services staff by May 1978.

TASK d. Award a contract to an outside firm for ongoing production of the Union Catalog. Task to be completed by the Director of Technical Services and Management Services staff in cooperation with the City Department of Purchases, Contracts and Supplies by January 1979.

TASK e. Review and update the current subject heading authority file of The Chicago Public Library, adding new and revised subject headings and all appropriate cross-references to the Union Catalog. Task to be completed by appropriate staff within the Catalog Division by July 1980.

TASK f. Review and update the current personal name authority file of The Chicago Public Library, adding new and revised personal names and all appropriate cross-references to the Union Catalog. Task to be completed by appropriate staff within the Catalog Division by January 1982.

OBJECTIVE 2: To facilitate location of library materials in cooperating academic and special libraries in the Chicago Library System area.

TASK a. Revise and update the CLS listing, Bibliographic Tools Available for Searching Local, Metropolitan and Statewide Library Resources in Illinois. Task to be completed by the Coordinator of Interlibrary Cooperation by April 1978.

TASK b. Complete negotiations with the contributors to these union catalogs and lists for their cooperative use in locating materials by The Chicago Public Library/Chicago Library System and its member libraries (branches of The Chicago Public Library) and affiliate libraries. This task to be completed by the Coordinator of Interlibrary Cooperation by June 1978.

SUBGOAL B: To improve physical access to the materials in the collections of The Chicago Public Library/Chicago Library System and affiliate and other cooperating libraries in the Chicago Library System area.

OBJECTIVE 1: To improve the delivery of interlibrary loan materials throughout the Chicago Library System area. (Relates to VII.B.1.)

TASK a. Establish at least one additional delivery and pickup location in the South Loop for CLS affiliate libraries and other cooperating libraries participating in the Northeastern Illinois Delivery Service (NEIDS), by April 1978. (Relates to VII.B.1.a.)

TASK b. Provide detailed instructions on and monitoring of the new contact point to the participating libraries, on a continuing basis.

OBJECTIVE 2: To improve systemwide circulation rules, regulations, and procedures to assure that all users (individuals and institutions) are treated fairly in their borrowing of materials and the charging-out and return of those materials.

TASK a. The Coordinator of Systemwide Circulation will continue to implement changes in circulation procedures in accord with this objective.

TASK b. The Coordinator of Systemwide Circulation, the Director of Systems Engineering, when appointed, and the Director of Technical Services will study the feasibility of converting the existing circulation control system to an automated system and report to the Administrative Team within one year after the appointment of a Systems Engineer. (Relates to VII.F.4.a.)

OBJECTIVE 3: To improve procedures for the use of interlibrary loan and ILLINET services by patrons of The Chicago Public Library.

TASK a. Implement the refined procedures whereby patrons of The Chicago Public Library can enjoy access to interlibrary loan services (requesting, receiving and returning) at locations throughout the system in addition to the Central Library. Task to be completed by members of the staff of the Bibliographic and Interlibrary Loan Center of the General Information Services Division of the Central Library in cooperation with appropriate members of Extension Services by June 1978.

OBJECTIVE 4: To refine utilization of the INFOPASS program by The Chicago Public Library/Chicago Library System staff.

TASK a. Conduct workshops for divisional staff of the Central Library and branch staff responsible for issuing Infopasses. This will be accomplished by the Coordinator of Interlibrary Cooperation with assistance from the staff of the Illinois Regional Library Council on an ongoing basis.

TASK b. Increase the Infopass distribution points throughout the system. The rate of increase is to be determined by the Assistant Commissioner for Extension Services, the Coordinator of Interlibrary Cooperation and the Illinois Regional Library Council by December 31, 1978.

SUBGOAL C: To improve access to nonprint materials throughout the Chicago Library System for all users. (See objectives met and tasks accomplished in the December 1976 Progress Report on the Evaluation of the Five-Year Plan of the Chicago Library System.)

OBJECTIVE 1: To increase among the public service staff members their awareness of the availability of nonprint materials, the appropriateness of such materials to the various units and collections in the system, budgetary implications when purchasing nonprint materials, and selecting procedures.

TASK a. The Chicago Public Library/Chicago Library System will consider adding to its staff a media specialist(s) to provide assistance in the selection and use of nonprint media and equipment. This task to be undertaken by the Deputy Commissioner for Public Services and the Deputy Commissioner for Management Services and completed by May 1979 for inclusion in budget request for FY 1980 if appropriate.

TASK b. Information gained through the community studies (to be accomplished by each public service unit) will be studied for possible suggestions concerning needs for nonprint materials and equipment in the various agencies of the system. Task to be accomplished by the Directors of the public service units as part of the community studies.

OBJECTIVE 2: To continue the progress realized in 1977 of improving access to films through study and reorganization of The Chicago Public Library's Audiovisual Center.

TASK a. A task force made up of AV Center staff members and other public service staff members was appointed in March 1978 to define clearly the function of the Audiovisual Center toward the possibility of renaming the center to better describe its function and to report by May 1, 1978.

TASK b. The administration will decide on the implementation of recommendations of the task force on audiovisual services for branch libraries by September 1978.

SUBGOAL D: To provide for clearer understanding and general acceptance of the materials selection policy of The Chicago Public Library/Chicago Library System by all staff members concerned with selection throughout the system in order to assure the best possible approach to collection development designed to meet the needs of the users of The Chicago Public Library/Chicago Library System.

OBJECTIVE 1: To revise the Materials Selection Policy of The Chicago Public Library (1970).

TASK a. A group representing all types of units for which materials was selected was appointed by the Commissioner of The Chicago Public Library to prepare a revised materials selection policy. The revision group was appointed in April 1977 for completion of the revision by April 1979.

TASK b. An internal procedure concerning the weeding of collections will be developed to be included in the revised materials selection policy. This procedure will be prepared by the task force to revise the Materials Section Policy of The Chicago Public Library by April 1979.

OBJECTIVE 2: To decide what special types of materials will be a responsibility for The Chicago Public Library/Chicago Library System to collect and maintain collections of, what areas of those collections will be emphasized, and what staff member(s) or unit will be responsible for them.

TASK a. The Board of Directors of The Chicago Public Library/Chicago Library System with appropriate members of the staff will continue studying the question of special collections and archives through a series of special meetings which began in March 1977.

TASK b. Identify, utilize, and publicize the special collections of materials which already exist in The Chicago Public Library/Chicago Library System and strengthen the collection where necessary.

(1) The Curator of Special Collections and Archivist will continue studying the entire collections to locate the remaining parts of special collections known to have existed in the past within the system, to determine their present value and usage, and to recommend future policy in regard to them. A general inventory will be completed by December 1978.

(2) The Curator of Special Collections and Archivist will consider the special collections of affiliate libraries and other libraries and private collectors in the Chicago Library System area that can be identified, suggest the implications of the existence of those collections on the development and maintenance of

special collections within The Chicago Public Library/Chicago Library System, and enter into conversations with those who hold the other collections concerning cooperative development of special collections in the area. This task has begun and will continue on an ongoing basis.

SUBGOAL E: To improve the acquisition, organization and processing of library materials to support the activities of member libraries and affiliates.

OBJECTIVE 1: To purchase and process new titles within six (6) months of selection.

TASK a. Implement an automated acquisitions system to control outstanding orders and fund expenditures. Task to be accomplished by the Director of Technical Services and appropriate staff in cooperation with the Director of Library Finance and Director of Systems Engineering, when appointed. Task to be accomplished by January 1979.

TASK b. Document, cost, evaluate and simplify all manual processing routines; develop, document and cost improved procedures; train staff. Task to be accomplished by the Director of Technical Services and other appropriate staff. Task to be accomplished by July 1979.

TASK c. Evaluate existing commercial processing contracts, other commercially-available options, and internal costs developed in TASK b. Recommend to the Administrative Team a combination of commercial and internal processing optimizing use of personnel and budget and providing the best public service in terms of delivery of library materials. Task to be accomplished by the Director of Technical Services and other appropriate staff. Task to be accomplished by January 1980.

TASK d. With the cooperation of an advisory task force of staff from Central and Extension Services, develop a procedures manual for the system. Task to be accomplished by the Director of Technical Services and other appropriate staff. Task to be accomplished by July 1980.

OBJECTIVE 2: Develop a management information system to inform member libraries of the status of outstanding orders, materials in process and fund expenditures.

TASK a. Implement an automated acquisition system. See OBJECTIVE I, TASK a.

TASK b. Develop a system of evaluating and reporting processing load (queue) to facilitate the scheduling of unusual processing (reclassification projects, large gift collections) without slowing delivery of new materials. Task to be accomplished by the Director of Technical Services and appropriate staff by July 1980.

SPECIFIC GOAL III: To provide through a Central Library and Cultural Center in a central location the services of a Reference and Resource Center for The Chicago Public Library/Chicago Library System serving all the people of Chicago and others through interlibrary loan and ILLINET.

SUBGOAL A: Plan and provide appropriate Central Library services in the Loop area of Chicago. (Relates to IV.C.)

OBJECTIVE 1: To build a new Central Library in the Loop area of Chicago.

TASK a. The Commissioner will appoint a Task Force to develop a detailed Building Program for a new Central Library based on the Philosophy and Function Statement for a New Central Library, approved by the Board of Directors on 11 October 1977. This Task Force will include a repre-

sentative from the Board of Directors and from the City of Chicago Department of Public Works, Bureau of Architecture. To be accomplished by March 31, 1979. (see VII.B.5.a.)

TASK b. Upon approval of the Building Program by the Board of Directors, the Commissioner will work with the appropriate members of the City of Chicago government to obtain a site and the funds to build a new Central Library in a central location. To be accomplished by June 30, 1979. (The resolution on site study was sent to the Mayor in late 1977.)

TASK c. Upon obtaining commitment to, and funds for, a new Central Library, the Board of Directors, based on the recommendations of the Commissioner, Deputy Commissioners, and Assistant Commissioner for Central Library and Cultural Center, with appropriate members of City agencies, will select an architect and interior designer to translate the Building Program into a building design. To be accomplished by June 30, 1980.

SUBGOAL B: To provide programs of Central Library service aimed at meeting the needs of Chicagoans. (Relates to IV.A.)

OBJECTIVE 1: To determine the library service needs of those served by the Central Library. (Relates to IV.A.1.)

TASK a. The Assistant Commissioner for Central Library and Cultural Center will be assigned the responsibility for conducting a community study of the Loop area to be completed by September 30, 1978. (Relates to IV.A.1.a.)

TASK b. The Assistant Commissioner for Central Library and Cultural Center, with the assistance of the Central Library Division Chiefs, will analyze the community study to develop an outline of service objectives by March 31, 1979. (Relates to IV.A.1.b.)

TASK c. Service objectives developed will have specific dates for institution and/or completion. The Assistant Commissioner for Central Library and Cultural Center will have the responsibility for monitoring the service program to determine that objectives are accomplished as specified. (Relates to IV.A.1.c.)

TASK d. The Assistant Commissioner for Central Library and Cultural Center, with the assistance of the Central Library Division Chiefs, will update the community study and reexamine service objectives no later than December 1981. (Relates to IV.A.1.d.)

SUBGOAL C: To improve the quality of reference and information services to member libraries (branches of The Chicago Public Library) and affiliate libraries.

OBJECTIVE 1: To provide computer search service via The Information Bank.

TASK a. Evaluate The Information Bank service and consider funding to carry over after the contract with the Illinois Regional Library Council expires in April 1979.

TASK b. Conduct update training sessions in the use of The Information Bank for branch personnel systemwide by December 1, 1978.

TASK c. The Chief of the General Information Services Division will continue to coordinate with staff of the Office of Library Public Information the publicity program for the promotion of this service.

OBJECTIVE 2: To investigate the extension of computer search services beyond The Information Bank currently offered by The Chicago Public Library/Chicago Library System.

TASK a. A committee consisting of the Central Library Division Chiefs, working in conjunction with the Director of Systems Engineering, when appointed, will study the feasibility of adding the Systems Development Corporation and the Lockheed data bases to The Chicago Public Library/Chicago Library System's reference and information services by December 31, 1978.

OBJECTIVE 3: To implement the new Reference/Information Service Policy developed by The Chicago Public Library ad hoc committee in 1977.

TASK a. Conduct workshops for Chicago Public Library staff members, systemwide, on the new Reference/Information Service Policy. To be accomplished by the Chief of the General Information Services Division in cooperation with the appropriate staff members. Task to be accomplished by September 30, 1978.

TASK b. Conduct workshops for staff members of affiliate libraries on the new Reference/Information Service Policy and on the appropriate use of the service. Task to be accomplished by the Coordinator of Interlibrary Cooperation in conjunction with the assistance of the Head of the Bibliographic and Interlibrary Loan Center, by March 1979.

SUBGOAL D: To provide more useful and usable library materials collections. (Relates to IV.B.)

OBJECTIVE 1: To develop detailed collection development policies for all divisions of the Central Library. (Relates to IV.B.1.)

TASK a. Each Division Chief, with the assistance of reference staff, will be assigned the responsibility for formulating a detailed collection development policy statement for his/her division using the Library of Congress classification outline as the minimum level of collection depth

assignment. To be accomplished by December 31, 1980. (Relates to IV.B.1.a.)

TASK b. Each Division Chief, with the assistance of reference staff, using the "Guidelines for the Formulation of Collection Development Policies" published by the ALA/RTSD Collection Development Committee in the Winter, 1977 issue of Library Resources and Technical Services, will be responsible for assigning levels of collection development for a minimum of twenty-five percent of each division's materials collection in each of the next three years, 1978 through 1980. Twenty-five percent was completed in 1977. (Relates to IV.B.1.b.)

TASK c. Publish collection development policies in parts, as completed, for use throughout the system and ILLINET. To be accomplished as completed 1978 through 1980. Twenty-five percent of each collection development policy was completed in 1977, and will be published in mid-1978. (Relates to IV.B.1.c.)

TASK d. The Assistant Commissioner for Central Library and Cultural Center, with the Division Chiefs, will review and evaluate the entire Central Library Collection Development Policy Statement when completed to assure its consistency with the Central Library Philosophy/Function Statement. To be accomplished by March 1981. (Relates to IV.B.1.d.)

TASK e. Publish the Central Library Collection Development Policy Statement for use throughout the system and ILLINET. To be accomplished by December 1981. (Relates to IV.B.1.e.)

TASK f. The Head of the Bibliographic and Interlibrary Loan Center will be assigned the task of analyzing requests for library materials and information from branches, affiliate libraries, other library systems and research and reference centers. As, and if, patterns of subject requests

develop, the Head of the Bibliographic and Interlibrary Loan Center will inform appropriate Division Chiefs of such patterns as an aid in the formulation or revision of collection development policies. To be accomplished simultaneously with the formulation of the Central Library Collection Development Policy Statement.

OBJECTIVE 2: To determine collection utilization and effectiveness.

TASK a. The Assistant Commissioner for Central Library and Cultural Center with the Division Chiefs will explore methods of determining in-house collection usage and implement such methods for sample periods. To be accomplished by June 30, 1979.

SUBGOAL E: To provide access to significant special collections within the Central Library.

OBJECTIVE 1: Utilize newspaper collections of the Central Library.

TASK a. The Head of Newspapers and General Periodicals Section of the General Information Services Division and the Director of Systems Engineering, when appointed, will study the possibility of indexing, updating, and publishing a computerized list of local area newspaper holdings. To be accomplished and report with recommendations submitted to the Administrative Team by December 31, 1979. (Relates to II.D.2.)

SUBGOAL F: To provide flexibility at nonprofessional staff levels.

OBJECTIVE 1: Develop detailed position descriptions for nonprofessional staff.

TASK a. Each Division Chief, with appropriate staff members, will develop detailed position descriptions for junior, senior, and principal library clerks in his/her division. Descriptions will detail common as well as unique responsibilities. To be accomplished by March 31, 1979. (Relates to IV.C.2.a.)

TASK b. Each Division Chief will work out a plan for rotating and training more than one clerk to perform duties formerly assigned to a single clerk. To be accomplished by June 30, 1979. (Relates to IV.C.2.a.)

SPECIFIC GOAL IV: To provide through a Cultural Center in a central location the services of a collection of popular reading materials in languages spoken by residents of Chicago, audiovisual materials, children's materials, and cultural and educational programming for all Chicagoans.

SUBGOAL A: To provide programs of Cultural Center services aimed at meeting the needs of Chicagoans. (Relates to III. B.)

OBJECTIVE 1: To determine the needs of those served by the Cultural Center. (Relates to III.B.1.)

TASK a. The Director of the Cultural Center will be assigned the responsibility for conducting a community study of the Loop area, to be conducted jointly with the Central Library. To be accomplished by September 30, 1978. (Relates to III.B.1.a.)

TASK b. The Director of the Cultural Center, with the assistance of the Cultural Center Unit Heads, will analyze the community study to develop an outline of service objectives. To be accomplished by March 31, 1979. (Relates to III.B.1.b.)

TASK c. Service objectives developed will have specific dates for institution and/or completion. The Director of the Cultural Center will have the responsibility for monitoring the service program to determine that objectives are accomplished as specified. (Relates to III.B.1.c.)

TASK d. The Director of the Cultural Center, with the assistance of the Cultural Center Unit Heads, will update the community study and reexamine service objectives no later than December 31, 1980. (Relates to III.B.1.d.)

SUBGOAL B: To provide more useful and usable library materials collections. (Relates to III.D.)

OBJECTIVE 1: To develop detailed collection development policies for the Popular Library, the Thomas Hughes Children's Library and the Audiovisual Center. (Relates to III. D.1.)

TASK a. The Head of the Popular Library, the Head of the Audiovisual Center, and the Head of the Thomas Hughes Children's Library, will be assigned the responsibility for formulating a detailed collection development policy for his/her section. To be accomplished by December 1978. (Relates to III.D.1.a.)

TASK b. The Head of the Popular Library, the Head of the Audiovisual Center, and the Head of the Thomas Hughes Children's Library, using the "Guidelines for the Formulation of Collection Development Policies" published by the ALA/RTSD Collection Development Committee in the Winter 1977 issue of Library Resources and Technical Services, will be responsible for assigning levels of collection development for a minimum of fifty percent of each unit's materials collection in each of the two years 1979 and 1980. (Relates to III.D.1.b.)

TASK c. Publish collection development policies in parts, as completed, for use throughout the system and ILLINET. To be accomplished as completed in 1979 and 1980. (Relates to III.D.1.c)

TASK d. The Director of the Cultural Center, with the Head of the Popular Library, the Head of the Audiovisual Center, and the Head of the Thomas Hughes Children's Library will review and evaluate the entire Cultural Center Collection Development Policy Statement when completed. To be accomplished by March 31, 1981. (Relates to III.D.1.d.)

TASK e. Publish the Cultural Center Collection Development Policy for use throughout the system and ILLINET. To be accomplished by December 31, 1981. (Relates to III.D.1.e.)

SUBGOAL C: Plan and provide appropriate Cultural Center services in the Loop area of Chicago. (Relates to III.A.)

OBJECTIVE 1: Develop a detailed philosophy/function statement for a Cultural Center in the Loop area of Chicago.

TASK a. A Task Force appointed in January 1978, headed by the Director of the Cultural Center, will develop a detailed philosophy and function statement for the Cultural Center. To be accomplished by December 31, 1979.

OBJECTIVE 2: Develop detailed staffing tables for all units of the Cultural Center.

TASK a. The Director of the Cultural Center, with the Assistant Commissioner for Central Library and Cultural Center, the Director of Library Personnel and the Director of Library Finance, will formulate detailed staffing tables for each unit of the Cultural Center. To be accomplished by December 31, 1978. (Relates to III.F.1.a. and III.F.1.b.)

OBJECTIVE 3: Provide more circulating materials in the Cultural Center.

TASK a. The Assistant Commissioner for Central Library and Cultural Center and public service unit heads of the Central Library and Cultural Center will devise plans to acquire and plan in the Cultural Center more circulating materials, especially those of general interest to the greatest number of users. Plans will include a shifting of the reference units of the Cultural Center to the upper levels. Task to be accomplished on an ongoing basis throughout 1978.

SPECIFIC GOAL V: To provide the best possible library service to the communities and neighborhoods of Chicago through a system of branch libraries, regional libraries, and reading and study centers.

SUBGOAL A: To provide programs of library services aimed at meeting the needs of Chicagoans.

OBJECTIVE 1: To determine the library service needs of those served by branch libraries, regional libraries, and reading and study centers.

TASK a. Each branch head will be responsible for conducting a study of the community served by the branch he/she supervises based on the geographical area determined by the Director of Community Relations and Special Programs of Service. Initial community studies should be completed by June 1978, and continued on an ongoing basis.

TASK b. The Director of Community Relations and Special Programs of Service will provide guidelines and assistance for the study to insure that methods of acquiring certain basic information will be uniform throughout the city so that the data collected will be comparable. This task should be accomplished by April 1978.

TASK c. Each branch unit will develop a "Plan of Service" with long range goals and short-term goals based on the findings from the community. This task to be accomplished by December 31, 1978 after the community study is completed.

SUBGOAL B: To improve access to nonprint materials throughout the communities of the city.

OBJECTIVE 1: To provide more nonprint materials through branches where need has been identified.

TASK a. The Branch Management Team, the age group and language specialists, and the media specialists, in conjunction with the appropriate branch heads will use the information gained through the community studies to identify branches where service might be enhanced through a wider use of nonprint materials. This task should be accomplished by January 1979.

TASK b. Include in FY 1980 budget requests the materials and equipment determined in TASK a. above. Task to be accomplished in May 1979 by the Assistant Commissioner for Extension Services and the Director of Library Finance.

SUBGOAL C: To improve library services to groups with special needs and/or characteristics.

OBJECTIVE 1: To provide improved library services to senior citizens.

TASK a. Each branch head will identify those agencies such as nursing homes, nutrition sites, homes for the aging, etc. in his/her community as determined from the community study. This task to be accomplished by October 1978.

TASK b. Each branch head will plan a program of service based on the needs of the senior citizens in his/her community. The plan is to be coordinated by the appropriate District Chief in consultation with the Senior Citizens Services Specialist for implementation in January 1979.

OBJECTIVE 2: To provide improved library services to young adults.

TASK a. The Young Adults Services Specialist (when appointed), working with librarians in the branches, will design programs of service for young adults using information gained from the community studies. Task to be accomplished by July 1979.

SUBGOAL D: To provide materials that more adequately meet the needs of the community.

OBJECTIVE 1: To produce Collection Development Statements relevant to the makeup of the community served.

TASK a. Each branch head and his/her staff will be responsible for producing Collection Development Statements by April 1979.

TASK b. The Assistant Commissioner for Extension Services will be responsible for distributing the statements so that other branches, the Central Library and the Cultural Center are aware of the collection development statements of each branch. This should be accomplished by July 1979.

SPECIFIC GOAL VI: To provide groups of individuals sharing common needs special programs of library service, such as the Illinois Regional (and Sub-Regional) Library for the Blind and Physically Handicapped, Study Unlimited, Human Services Library Program, etc.

SUBGOAL A: To provide improved library services to blind and physically handicapped people.

OBJECTIVE 1: To carry out the subgoals and objectives in the approved "Plan of Service" of the Illinois Regional Library for the Blind and Physically Handicapped for FY 1978 and those succeeding years.

OBJECTIVE 2: To observe on a continuing basis the provisions of the contractual agreements existing among The Chicago Public Library, The Library of Congress, and the Illinois State Library.

OBJECTIVE 3: To open a new building to house the Illinois Regional Library for the Blind and Physically Handicapped and the Chicago Sub-Regional Library for

the Blind and Physically Handicapped in accordance with design approved by The Chicago Public Library Board of Directors on April 14, 1975. Task to be completed and building open for service by May 1978.

OBJECTIVE 4: To provide library services to handicapped persons unable to use the Illinois Regional Library for the Blind and Physically Handicapped.

TASK a. The Directors of Community Relations and Special Programs of Service and the Illinois Regional Library for the Blind and Physically Handicapped will identify groups of persons prevented by physical handicaps from normal access to the Library who may qualify for Illinois Regional Library for the Blind and Physically Handicapped service by March 31, 1979.

TASK b. The Director of Community Relations and Special Programs of Service will investigate the various kinds of assistance presently provided by the Library such as "Books for the Homebound Service," and make recommendations to insure that handicapped people have increased access to the Library's services. This task should be accomplished by March 31, 1979.

SUBGOAL B: To provide library services to groups identified by language, cultural, and/or economic situations.

OBJECTIVE 1: To provide improved services to the Spanish-speaking population in Chicago.

TASK a. The position of Spanish-Speaking Services Specialist will be filled by January 1979.

TASK b. The Spanish-Speaking Services Specialist will utilize information from the community studies and other appropriate units to establish guidelines and make recommendations for improved service. The first

report will be submitted to the Assistant Commissioner for Extension Services six months after the appointment.

OBJECTIVE 2: To provide improved services to groups other than the Spanish-speaking.

TASK a. The Director of Community Relations and Special Programs of Service will use the results of the community studies and other available information to investigate the needs and expectations of these other groups and recommend ways by which the Library might better serve them. The first report will be due in June 1979.

TASK b. The Director of Community Relations and Special Programs of Service will evaluate on an ongoing basis the service to the Spanish-speaking in order to provide guidance in planning library service to similar groups when or if it is determined that such service is needed.

SUBGOAL C: To provide realistic library services to students of all levels, formal and informal, through the various units of The Chicago Public Library/Chicago Library System.

OBJECTIVE 1: To identify the use of The Chicago Public Library services by students/learners throughout the Chicago Library System area.

TASK a. The study of the present use of The Chicago Public Library/Chicago Library System by those enrolled in the secondary and post-secondary educational institutions, as well as independent learners, and the consideration of possible future trends in such usage is to be included in the community study which is due for completion by September 1978.

TASK b. Appoint a Young Adult Services Specialist to provide appropriate attention to this particular segment of the population, in large part students. Position to be filled by January 1979.

OBJECTIVE 2: To expand learning opportunities for adults and to provide more information about learning opportunities in the Library.

TASK a. The Supervisor of the Study Unlimited Program will continue to work with appropriate members of the staff of the City Colleges to improve the learning assistance services provided by the Study Unlimited Program in cooperation with the City Colleges and to provide for an orderly expansion of the program throughout the Chicago Library System. This task is to be accomplished on an ongoing basis.

TASK b. The independent learner assistance program will include Study Unlimited and will be expanded to include other learning programs through academic institutions in addition to the City Colleges. Approaches to other institutions made by the Supervisor of Study Unlimited began in 1977 and continues on an ongoing basis.

OBJECTIVE 3: To improve cooperation with the administrations of the public, parochial and private schools in the Chicago Library System area.

TASK a. The Commissioner, the Deputy Commissioner for Public Services, and the Director of Community Relations and Special Programs of Service will continue efforts to obtain a commitment from the General Superintendent of Schools, Chicago Board of Education for the assignment by the Superintendent of an administrative - level liaison with The Chicago Public Library/Chicago Library System. This effort will continue through 1978 or until a public school liaison is appointed.

TASK b. Communication with administrators of the parochial and private schools will continue on an ongoing basis.

OBJECTIVE 4: To train and encourage staff members to work directly with members of the teaching faculties and librarians in local schools at all levels.

TASK a. The Assistant Commissioner for Extension Services, the Director

of Community Relations and Special Programs of Service, and the Youth Services Specialists will work with the Assistant Director of Library Personnel for Training in developing training programs, for all librarians working with children and young adults, concerning approaches to and methods of working with local school personnel, including principals, teachers, and school librarians. The training program designed in 1978 is ongoing.

TASK b. A segment of the orientation program for new librarians working with children and young adults will be conducted by the Youth Services Specialists in cooperation with the Assistant Director of Library Personnel for Training and the Assistant Commissioner for Extension Services. Evaluation of the training program to be developed for present staff will be considered in the development of the program for new librarians.

SUBGOAL D: To provide library materials, print and nonprint, that more adequately support the special programs of service.

OBJECTIVE 1: To produce collection development statements that support the goal of each special program of service.

TASK a. The Director of Community Relations and Special Programs of Service, in conjunction with the supervisors of each special program, will produce collection development statements by December 1979.

TASK b. The Director of Community Relations and Special Programs of Service will be responsible for distributing the statements so that other special programs, branches, the Central Library and the Cultural Center are aware of the collection development statements of all units. This task to be accomplished by March 1980.

SPECIFIC GOAL VII: To provide support services at a level to assure efficient operation of The Chicago Public Library/Chicago Library System so that the public service units will be free from support problems and will be effectively served with new materials, personnel, maintenance, supplies, equipment, etc.

SUBGOAL A: To provide the Library with a solid financial management system; the quality of accounting information will be improved in order to furnish the appropriate control reports to management to allow management to make more effective and efficient program decisions.

OBJECTIVE 1: To establish a cost accounting system.

TASK a. The Finance Office will establish and/or develop a Cost Accounting System using the Woodson Regional Library as a model by April 1978 for presentation to the Administrative Team and the Board of Directors.

TASK b. Using the aformentioned approved model, the Director of Library Finance will initiate the creation of a systemwide cost accounting system by June 1, 1978 and complete the project by March 1979.

OBJECTIVE 2: To revise and update a more effective and efficient Planned Program Budgeting System.

TASK a. The Director of Library Finance will work in concert with the Administrative Team to refine more effective decision units and/or cost centers by June 1, 1978. These cost centers/decision units interrelate across organizational/programmatical lines.

TASK b. The Deputy Commissioner of Management Services and Director of Library Finance will survey/review existing cost accounting systems in other major libraries, governmental departments, and private industry, in order to adapt and implement a complete system for The Chicago Public Library's individual needs by November 1978.

TASK c. The Director of Library Finance, the Director of Technical Services and the Head of the Acquisitions Division have initiated improved manual systems for those elements of book ordering that feed into and relate to the Finance Office. These procedures will be examined continually for greater efficiency and the conversion to an automated system will be initiated in September 1978, and completed by January 1979. (See also VII.F2.a. and VII.F.2.b.)

SUBGOAL B: To establish the best possible service to the units of The Chicago Public Library/Chicago Library System in order to provide a comfortable environment for patrons and staff through efficient operation of all support units and through complete maintenance of all facilities.

OBJECTIVE 1: To establish a controlled system of handling the movement of materials and personnel in The Chicago Public Library/Chicago Library System at the lowest cost that will answer the needs of The Chicago Public Library/Chicago Library System. (Relates to II.B.1.)

TASK a. The Assistant Commissioner for Extension Services in conjunction with the Assistant Commissioner for Central Library and Cultural Center will work with the Director of Library Facilities and Equipment and the Director of Systems Engineering (when appointed) to conduct a study of the present delivery system, including Technical Services, Shipping, Interagency and the Mail Room. They will make recommendations for continued improvement to the Deputy Commissioner for Public Services and the Deputy Commissioner for Management Services. A final report will be made to the Commissioner by September 1, 1978. (Relates to II.B.1.a.)

OBJECTIVE 2: To satisfy furniture and equipment and supply needs of all operating public service and internal units in The Chicago Public Library/Chicago Library System promptly and efficiently so that libraries are able to serve their users effectively.

TASK a. The Furniture and Equipment/Supplies Manager will work with the Director of Systems Engineering, when appointed, to develop an automated fixed asset inventory by February 1979 and an inventory of supplies with controls for automatic reordering by June 1979. (Relates to VII.F.6.c.)

TASK b. The Furniture and Equipment/Supplies Manager will develop furniture and equipment standards for The Chicago Public Library/Chicago Library System, starting June 1979. Task to be completed by June 1980.

OBJECTIVE 3: To assure a comfortable environment for the public and the staff, provide for adequate maintenance of existing and future Chicago Public Library facilities.

TASK a. The Director of Library Buildings Maintenance will establish necessary programs and inventories of buildings and equipment conditions by July 1978.

TASK b. The Director of Library Buildings Maintenance will establish complete programs of preventative maintenance at all facilities by March 1979.

TASK c. The Director of Library Buildings Maintenance will develop a program for immediate response to emergency problems relative to mechanical systems in The Chicago Public Library/Chicago Library System and thus reduce down time by approximately twenty-five percent by September 1978.

TASK d. The painters and carpenters, under the general direction of the Director of Library Buildings Maintenance, will keep all Library facilities in adequate physical condition. This is an ongoing task.

TASK e. The Maintenance Inspector will compute the cost per square foot of The Chicago Public Library/Chicago Library System custodial operations for the purpose of cost and needs analysis in order to reduce maintenance costs. This task will be accomplished by June 1979.

OBJECTIVE 4: To provide adequate library facilities in the City of Chicago to serve the library needs of the residents.

TASK a. Open the Galewood-Mont Clare Branch Library by the end of July 1978.

TASK b. Open the Illinois Regional Library for the Blind and Physically Handicapped by May 1978.

TASK c. Relocate the Roosevelt Branch Library by May 1978. To be located in the Illinois Regional Library for the Blind and Physically Handicapped.

TASK d. Develop by the end of May 1978 a major renovation program for the sixteen branches identified by the Department of Public Works Branch Renovation Study.*

(1) Begin renovation of four or more branches in this group during 1978.

(2) Complete the renovation of all sixteen branches needing major renovation by September 1980.

TASK e. Develop by April 1978 light renovation programs for the other library owned branches identified in the 1976 Public Works study.*

*City of Chicago. Department of Public Works. Bureau of Architecture. Renovation Report of 32 Branch Libraries: The Chicago Public Library. November, 1976.

(1) Complete four per year for a total of sixteen branches to be completed by December 1980.

TASK f. Develop further plans for the relocation in new facilities of the Hild Regional and Woodlawn Branch libraries during 1978.

OBJECTIVE 5: To build a new Central Library in the Loop area of Chicago.

TASK a. The Commissioner will appoint a Task Force to develop a detailed Building Program for a New Central Library based on the Philosophy and Function Statement for a New Central Library, approved by the Board of Directors on 11 October 1977. This Task Force will include a representative from the Board of Directors and from the City of Chicago Department of Public Works, Bureau of Architecture. To be accomplished by March 31, 1979. See also III.A.1.a.

SUBGOAL C: To provide for the security and safety of patrons, staff, library materials, equipment, and facilities of The Chicago Public Library/Chicago Library System.

OBJECTIVE 1: To improve security at all Chicago Public Library facilities.

TASK a. The Director of Library Security and Safety will initiate an urban self-protection program for staff in conjunction with the Chicago Police Department by June 1978.

TASK b. The Director of Library Security and Safety will complete the evaluation of the two electronic book theft detection systems in The Chicago Public Library Cultural Center and the Woodson Regional Library by September 1978 to determine by January 1979 the feasibility of installing book theft detection systems in other Library facilities. This task will be accomplished by the Director of Library Security and Safety with the Coordinator of Systemwide Circulation and other staff members.

TASK c. The Director of Library Security and Safety will develop a security training film and lecture series in conjunction with the Library's Broadcasting Department and the Assistant Director of Personnel for Training, by December 1978.

TASK d. The Director of Library Security and Safety will review and improve current reporting forms, where needed. To be accomplished by November 1978.

TASK e. The Director of Library Security and Safety will work with the Director of Systems Engineering, when appointed, to computerize the monthly statistics and improve their analysis for annual management reports and requests within one year of the appointment of a Director of Systems Engineering.

TASK f. The Director of Library Security and Safety, in cooperation with the Branch District Chiefs, will initiate a program to alert branch staff to security problems of the past and to better equip them to handle those of the future. To be accomplished by September 15, 1978.

TASK g. The Director of Library Security and Safety, in conjunction with the Director of Library Buildings Maintenance and appropriate staff members, will explore the feasibility of a computerized security system for monitoring all Chicago Public Library sites. First phase to be recommended and accompanied by supporting data by May 1, 1978.

OBJECTIVE 2: To improve safety at all Chicago Public Library facilities.

TASK a. The Director of Library Security and Safety will continue the program to reduce accidents (patron and employee) by 20 percent each year using 1977 statistics as the base for the reduction.

TASK b. The Director of Library Security and Safety will continue the program to reduce disturbances by ten percent each year using 1977 statistics as the base of the reduction.

TASK c. The Director of Library Security and Safety, in conjunction with the Graphic Design Department, will design and implement a safety awareness program for staff, developed around monthly safety themes, using posters and other appropriate promotional materials. To be accomplished by December 1978.

TASK d. The Director of Library Security and Safety will plan and implement a program, in conjunction with the Assistant Director of Personnel for Training, which will train staff in safe methods to accomplish tasks, by November 1, 1978.

SUBGOAL D: To provide the appropriate combination of staff in order to insure that The Chicago Public Library/Chicago Library System will be able to achieve its public service goals and objectives. To have personnel and training staff work closely with public service supervisors in order to fully understand their needs. To develop recruiting and training programs to insure that The Chicago Public Library/Chicago Library System staff has adequate skills to implement objectives and programs.

OBJECTIVE 1: To oversee the annual budget preparation process for personnel services to insure that each section properly budgets for needed personnel.

TASK a. The Director of Library Personnel will develop an annual budget preparation format that will inform supervisors of positions filled, vacant positions, and positions available for use in staffing tables. This format will also allow for clear definition of additional, regraded, and deleted positions, by June 1, 1978.

OBJECTIVE 2: To provide employees with ongoing in/service training and continual educational programs.

TASK a. The Assistant Director of Personnel for Training will develop by May 1978 an orientation process which will include the following:

1. First day orientation
2. On-the-job orientation for the first three months
3. Systemwide orientation

TASK b. The Assistant Director of Personnel for Training will develop a supervisory training course and a supervisory manual by November 1978.

TASK c. The Assistant Director of Personnel for Training will develop a secretarial manual and courses for clerical employees by August 1978.

OBJECTIVE 3: To develop staffing patterns for all units of The Chicago Public Library/Chicago Library System.

TASK a. With appropriate administrators, the Director of Library Personnel will develop a plan for the size and makeup of ideal staff for all units based on size of unit, programs of service, and needs of community. Task to be completed by October 1978.

TASK b. The Director of Library Personnel will be responsible for the inventory and updating of job descriptions for all positions in conjunction with appropriate supervisors and the City Department of Personnel. Task to be completed by October 1, 1978.

OBJECTIVE 4: To provide better control of staff placement and movement within the system and to provide needed personnel data faster, with less effort.

TASK a. Develop a computerized personnel retrieval system. The first phase of output will include staffing tables, budget reports, equal opportunity reports, personnel services cost reports, and special reports, e.g. the number of librarians by degree in school, by job and by language skills inventories. Task to be accomplished by the Director of Library Personnel and the Director of Systems Engineering, when appointed, using the Personnel Data Base System of City Department of Personnel by January 1979.

SUBGOAL E: To provide complete professional reprographic service and limited exhibit service for The Chicago Public Library/Chicago Library System.

OBJECTIVE 1: To provide total, high quality, two-dimensional design and reprographic service and exhibit design and production service.

TASK a. The Graphic Design Department Manager will work with public service staff members in designing twelve exhibits for 1979 and six additional exhibits each following year.

TASK b. The Graphic Design Department Manager will design, produce and distribute a catalog of preprinted design forms into which individual copy can be slotted by July 1978.

TASK c. The Graphic Design Department Manager with the assistance of the Assistant Director of Personnel for Training will organize seminars to inform librarians on how best to select, utilize, and prepare copy for preprinted graphic forms by August 1979.

TASK d. The Graphic Design Department Manager with the assistance of the Assistant Director of Personnel for Training will organize seminars with librarians regarding traveling exhibit needs, to establish communication and cooperation for the use of library materials in exhibits, to determine sizes, quantity and subjects in traveling exhibits, and to acquaint librarians with time and cost factors by January 1979.

SUBGOAL F: To develop systems that will improve the day to day operations of The Chicago Public Library/Chicago Library System.

OBJECTIVE 1: To develop an automated system for controlling subscriptions to all serials and continuations.

TASK a. The Director of Systems Engineering, when appointed, in cooperation with the Director of Technical Services will determine the method of input by June 1978.

TASK b. The Director of Systems Engineering, when appointed, in cooperation with the Director of Technical Services will determine method of update by June 1978.

TASK c. The Director of Systems Engineering, when appointed, in cooperation with the Director of Technical Services will determine the method of reports by April 1978.

TASK d. The Director of Systems Engineering, when appointed, in cooperation with the Director of Technical Services will implement the system by May 1978.

OBJECTIVE 2: To aid the rapid flow of library materials to the public service units of The Chicago Public Library/Chicago Library System through an improved book ordering system.

TASK a. Following experimentation and examination of several alternatives, the requirements for an automated aquisitions system package, to be installed by the Library and the City Data Processing Department, are currently being defined. Task to be accomplished by September 1978. A fund control design is being included in the system design. (Relates to VII.A.2.c.)

TASK b. The Director of Systems Engineering, when appointed, will work with the Director of Technical Services, Director of Library Finance and the Head of the Acquisitions Division to design improved systems for those elements of book ordering that feed into and relate to the Finance Office. Task to be completed by September 1978. (Relates to VII.A.2.c.)

OBJECTIVE 3: To aid the rapid flow of library materials to the public service units of The Chicago Public Library/Chicago Library System through an improved system of cataloging materials.

TASK a. The Director of Technical Services and the Head of the Catalog Division will design improved systems for the orderly flow of materials through the Catalog Division. Utilize the increased control made possible by the COM Catalog. This task to be completed by May 1978.

OBJECTIVE 4: To aid in the improvement of physical access to the materials in the collections of The Chicago Public Library/Chicago Library System through modernizing the circulation control system.

TASK a. The Director of Systems Engineering, when appointed, will work with the Coordinator of Systemwide Circulation to study the feasibility of converting the existing circulation control system to an automated system and report to the Administrative Team by May 1978. (Relates to VII.F.5.b. and II.B.2.b.)

OBJECTIVE 5: To provide for more ease, accuracy, and efficiency in library user's access to films in the Audiovisual Center of The Chicago Public Library/Chicago Library System through an automated booking system.

TASK a. Develop an automated booking system by May 1979. This task to be accomplished by the Director of Systems Engineering, when appointed, working with the Head of the Audiovisual Center.

TASK b. Develop an audiovisual circulation control and charge-out system. This task to be accomplished by the Director of Systems Engineering, when appointed, the Coordinator of Systemwide Circulation, and the Head of the Audiovisual Center by May 1979.

OBJECTIVE 6: To aid in the improvement of internal operations of the Library by providing automated systems for management units where appropriate.

TASK a. The Director of Systems Engineering, when appointed, with the Director of Library Finance, will develop a system for providing control reports for the Finance Office and put the system into operation by September 1978.

TASK b. The Director of Systems Engineering, when appointed, will work with the Director of Library Personnel to develop a computerized personnel retrieval system and put it into operation by April 1979. (Relates to VII.D.4.a.)

TASK c. The Director of Systems Engineering, when appointed, will work with the Furniture and Equipment/Supplies Manager to develop inventory systems for control of supplies and furniture and equipment and put the systems into operation by June 1979. (Relates to VII.B.2.a.)